



HARRIMAN

November 5, 2019

Town Manager  
Town Manager's/Purchasing Dept.  
Town Hall Annex 2nd Floor  
730 Massachusetts Avenue  
Arlington, MA 02476

Re: Request for Qualifications: Residential Design Guidelines RFQ #19-52

Dear Mr. Chapdelaine and Ms. Raitt:

We are delighted to submit our proposal in response to your Request for Qualifications (RFQ) for Residential Design Guidelines. Residential buildings enclose the lives within them, but the exterior walls also define a sense of shared public spaces that transcend the borders of individual properties. We understand that residents of Arlington have expressed frustration as the shared spaces of their neighborhoods are changed by the replacement of familiar buildings.

The ARB seeks design guidelines as tools to address three sets of interests: the preferences of neighborhood residents; the desires of property owners to add onto or replace existing housing; and the public benefit that is the concern of the ARB itself.

Neighborhoods are not created by zoning districts; they are formed by people over time and by the unique relationships of their buildings, open spaces, and circulation patterns. We are excited about helping the Town develop design guidelines to strengthen the many neighborhoods of Arlington, both formal and informal. The development of design guidelines is about balance – community and individual, aesthetics and market needs, control and flexibility. We work with communities to understand what the appropriate balance is for each community. The design guidelines codify that balance; the approval process ensures the balance is embodied in the built environment as new structures are built.

AUBURN

BOSTON

PORTLAND

PORTSMOUTH

Harriman's Urban Design and Planning Studio, formerly The Cecil Group, is experienced in the creation of design guidelines and zoning processes for different types of communities and land uses. Our team can assist the Town of Arlington with the following tasks:

- Understanding community preferences for design components
- Developing a review threshold and approval process
- Drafting design guidelines that define the expectations of all users for what is required and how those requirements may be met
- Creating a design book that incorporates clear language and easily legible illustrations for the design



guidelines

The remainder of our proposal expands upon these themes and identifies our team, past experience, and proposed work plan. We look forward to hearing from you and hope to work with you in the future. Please call or email us with any questions.

Sincerely,

**HARRIMAN**

Emily Keys Innes, AICP, LEED AP ND  
Associate, Director of Urban Planning  
einnes@harriman.com

Sincerely,

**HA**

Clifton W. Greim, P.E.  
President  
cgreim@harriman.com

Harriman's primary contact for this project is:

Emily Keys Innes, AICP, LEED AP ND  
Associate, Director of Planning  
19 Kingston Street, Suite 4  
Boston, MA 02111  
Tel: 617.426.5050  
email: einnes@harriman.com

## CONTENTS

1	FIRM OVERVIEW .....	5
2	FIRM EXPERIENCE.....	9
3	WORK PLAN .....	29
4	PROJECT SCHEDULE.....	35
5	PROJECT TEAM.....	39
6	REFERENCES .....	49
7	REQUIRED FORMS.....	53
8	INSURANCE COVERAGE .....	57
	PRICE PROPOSAL .....	IN SEALED SEPARATE ENVELOPE





The background is a solid gray color. It features several white geometric lines: a thick diagonal line running from the top-left towards the bottom-right, and a thinner diagonal line running from the bottom-left towards the top-right. These lines intersect in the lower-left quadrant. In the bottom-left corner, there are several white rectangular blocks of varying sizes, some of which are partially cut off by the edge of the frame.

# SECTION 1

FIRM OVERVIEW



## FIRM OVERVIEW

### SERVICES OFFERED

#### ARCHITECTURE

Programming  
Space Utilization  
Design  
Code Analysis  
Landscape Architecture  
Construction Documents

#### ENGINEERING

Structural Engineering  
Electrical Engineering  
Mechanical Engineering  
Plumbing Design  
Fire Protection Design  
Civil Engineering

#### INTERIORS

Interior Planning and Design  
Material Selection and Specification  
Color Coordination  
Graphic Design  
Furniture, Fixtures, Equipment

#### URBAN DESIGN AND PLANNING

Waterfront Plans  
Transit Oriented Development  
Downtown Revitalization  
Urban Renewal Plans  
Neighborhood Plans  
Master Plans  
Comprehensive Plans  
Zoning and Design Guidelines  
Strategic Plans

#### SUSTAINABILITY AND GREEN TECHNOLOGY

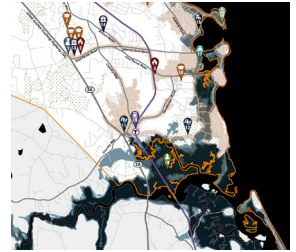
Sustainability Planning  
Efficiency Incentive Application Consulting  
LEED Consulting  
CHPS Consulting  
Energy Analysis and Optimization  
Post-occupancy Evaluation

#### COMMISSIONING

Total Building Commissioning  
Existing Building Commissioning  
Commissioning for LEED

#### PROJECT AND PROGRAM MANAGEMENT

Project Planning and Implementation  
Communication, Publicity, Fundraising and  
Community Engagement  
Construction Administration  
Construction Phase Management



Harriman is an innovative multi-disciplinary planning and design firm with offices in Auburn, Boston, Portland and Portsmouth. With a legacy dating back to the firm's founding in 1870, nearly 150 years ago, Harriman has deep roots in many of New England's bucolic cities and towns. Applying a holistic approach, our diverse practice blends planning, urban design, landscape architecture, architecture and engineering to provide our clients with solutions that translate their distinct strategic goals and respond to complex economic, regulatory, and community considerations.

A philosophy of “**putting places together**” underpins our practice, harnessing the power of our team's diverse skill sets to solve the challenges facing today's communities. The integrated nature of our practice means we apply a holistic approach that is based on collaborative teamwork and a commitment to service — an approach verified by the number of repeat clients, and an on-time, on-budget track record. Our clients are able to realize the potential of their buildings, towns, cities, developments, parks and open spaces because they are better planned, better designed, and better engineered.

Our Urban Design and Planning Studio, formerly The Cecil Group and based in Boston, is a specialized multi-disciplinary team of professionals that includes planners, urban designers, and landscape architects. Led by Emily Keys Innes, Director of Planning and Kartik Shah, Director of Urban Design, the studio integrates community planning, development strategies and redevelopment plans, preparation of regulations and development agreements, and community engagement processes for both public and private clients.

### OFFICE LOCATIONS

46 Harriman Drive  
Auburn, ME 04210

80 Exchange Street, 3rd Floor  
Portland, ME 04101

33 Jewell Court, Suite 101  
Portsmouth, NH 03801

19 Kingston Street, Suite 4  
Boston, MA 02111

A focus on “*putting places together*”  
underpins the firm's practice and philosophy.



The background is a solid gray. A thick white line runs diagonally from the top-left corner towards the bottom-right. Another white line runs diagonally from the bottom-left corner towards the top-right. These two lines intersect. In the bottom-left corner, there are several white rectangular blocks of varying sizes, some of which are partially cut off by the edge of the frame.

# SECTION 2

FIRM EXPERIENCE



Harriman's Urban Design and Planning Studio, formerly The Cecil Group, has many years of experience in communities of all sizes throughout New England. Our focus has been on cities and the urbanized areas of towns; helping to put the pieces – the elements of the public realm defined by buildings, landscape, and circulation – together to create great places, spaces, and communities.

We work directly with the community, using a combination of large community workshops or charrettes, focused meetings, open houses, and online surveys to engage, inform, and receive input from residents, property owners, businesses owners, and other community members. Our goal is to build the sense of stewardship that ensures a plan and/or set of regulations is adopted and implemented.

On the following pages, we have provided examples of our zoning and design standards; community engagement processes, tailored for the needs of each community; the work we have done as part of the Massachusetts Downtown Initiative Program; and a sample of the work we have done for our clients.

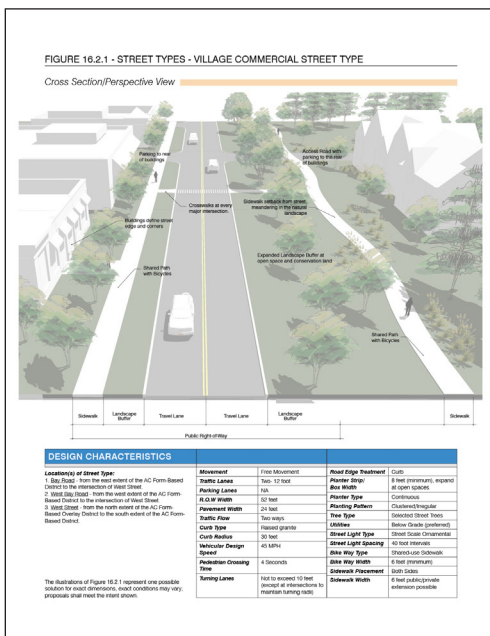
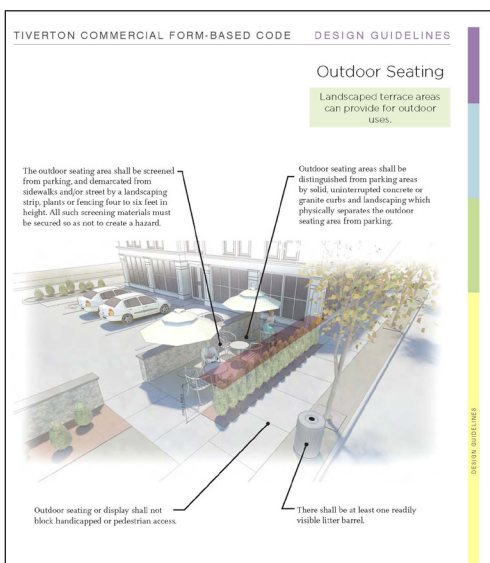
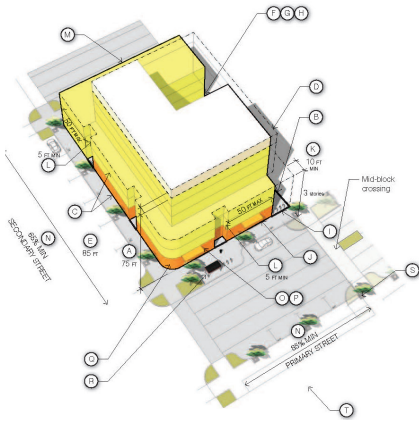
Of the projects presented, the following have been completed within the last five years:

- **Spencer Downtown Design Guidelines (2019)**
- **Hybrid Form-Based Code for the Pittsfield Downtown (2019)**
- Methuen Center Design Guidelines (2017)
- **Ansonia Village District Design Guidelines (2016)**
- Peabody Downtown Design Standards (2016)
- Medway, MA Design Guidelines (2015)
- **Westport, CT Village District Design Guidelines (2014)**

Emily Innes was the Project Manager for the projects in bold above. In addition, she has incorporated design guidelines into many of our redevelopment plans, including those for Salem and Lawrence, Massachusetts and South Norwalk, Connecticut.

We have also provided examples of older design guidelines for communities throughout New England. In addition, Harriman, as The Cecil Group, prepared the original design standards for 40R districts on behalf of the Department of Housing and Community Development in 2008.

## 2 FIRM EXPERIENCE



## ZONING AND DESIGN STANDARDS

Harriman provides specialized, innovative planning services associated with zoning and other regulations that will shape the future of communities. This includes preparing zoning ordinances and bylaws to implement their planning visions. This work extends into the preparation of design standards directly linked to zoning reviews and approvals. Harriman's expertise spans across different states and the variations associated with different enabling legislation and administrative procedures unique to each jurisdiction. Harriman has prepared zoning and associated design standards in Massachusetts, Rhode Island, New Hampshire, New York, and Connecticut.

Harriman brings to these assignments its knowledge of contemporary zoning and land management tools, including Form-Based Zoning and related hybrid zoning. The services typically include evaluations of the economic feasibility, visual and urban design implications of new zoning regulations, to help ensure that the regulations will achieve the goals of the community in shaping their future.

Examples of Harriman's background include:

- **Form-Based Zoning** - Harriman has prepared Form-Based Codes (FBC) that apply important contemporary planning principles, placing significant emphasis on the physical relationships within the built environment. This has included codes modeled on the approach advocated by the Form-Based Code Institute, as well as hybrid codes adapted to the unique circumstances of New England's historic communities. These have included Form-Based Codes for districts in Manchester (Connecticut), Tiverton (Rhode Island), Amherst (Massachusetts), and Claremont (New Hampshire).
- **Incentive Zoning** - Harriman is expert in evaluating and preparing zoning that will provide effective incentives for mixed use development that will result in community benefits. For example, Harriman prepared the mixed use zoning for Assembly Square in Somerville that linked new regulations to development agreements, leading to the vital mix of housing, offices, retail and hotel uses emerging in this large redevelopment district. In Mamaroneck, New York, Harriman is preparing the zoning for a "Maker District" that will enhance opportunities for entrepreneurial businesses.
- **Historic District Zoning** - The planning practice includes a focus on historic districts and the regulatory tools that can help preserve historic resources while providing for compatible new developments. Harriman prepared zoning and associated design standards for Westport, Lebanon, Norwalk and other communities through a grant program administered by the Connecticut Trust for Historic Preservation.
- **Smart Growth Zoning and Chapter 40R** - Harriman has been a leader in preparing zoning that promotes Smart Growth, including ordinances under the provisions of Massachusetts Chapter 40R which provides incentives for Transit-Oriented Development (TOD). The firm has prepared zoning for compact, urban districts in Methuen (Massachusetts), Albany (New York) and Norwalk (Connecticut) to leverage TOD and urban development.



## FORM-BASED ZONING

Harriman has established a leading role in New England in the preparation of Form-Based Codes and related hybrid codes that incorporate detailed urban design standards directly into land use and development regulations. Form-Based Codes originated as a method to plan and regulate new districts and communities. In New England, however, change typically occurs within existing districts and historic architectural and community settings. As a result, Harriman has developed approaches that acknowledge the existing context and address renovations and additions, as well as new construction. Harriman has developed zoning codes and the related design standards that link private development and the public realm for different scales and districts, including:

- Albany TOD Corridor Zoning – Form based standards and related zoning strategy for districts along the new Bus Rapid Transit corridors
- Manchester, Connecticut Zoning – Form-Based Code for a major redevelopment area in an underutilized district of the City
- Claremont, New Hampshire Downtown Zone – Form-Based Zoning with design standards for the central city districts
- Amherst, Massachusetts Village Zone – Form-Based Zoning approach to two traditional villages within the Town of Amherst
- Tiverton, Rhode Island Form-Based Zoning – Complete zoning approach to traditional corridors and crossroads in a picturesque community

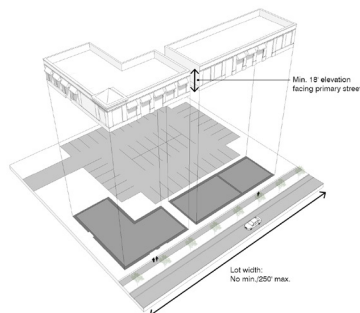
Project Type: **Form-Based Codes and Hybrid Codes with Design Standards**

FIGURE 26.4 - GENERAL BUILDING PLACEMENT AND LOT LAYOUT STANDARDS

### Retail Liner Building Lot

A lot located and designed to accommodate a large footprint and single story commercial retail building. Large retail uses may include stores, restaurants and certain types of commercial offices oriented to walk in customer traffic. Large format uses are integrated into a liner building which conceals large expanses of blank walls and faces from the street with ample windows and doors opening onto the sidewalk. Retail liner buildings are also used to screen large parking lots or structures. Retail liner buildings may be one story but the front elevation must be a minimum of 18 feet facing the street yard.

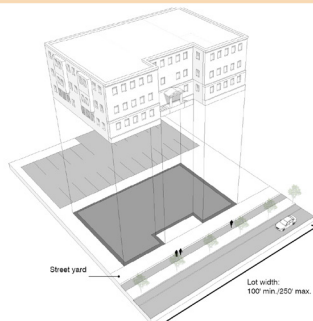
#### Character Examples:



### Forecourt Building Lot

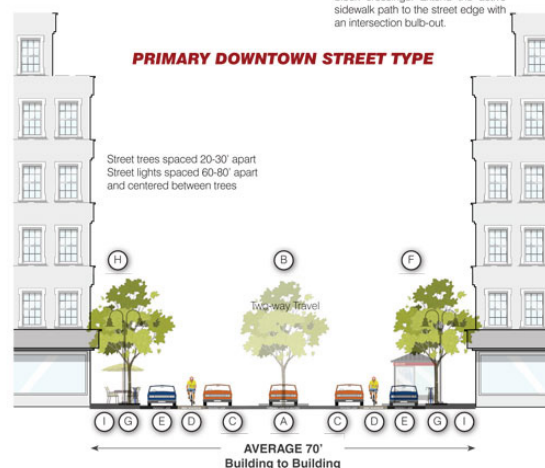
A lot located and designed to accommodate multiple dwellings arranged around and fronting on a central garden or courtyard that may be partially or wholly open to the street.

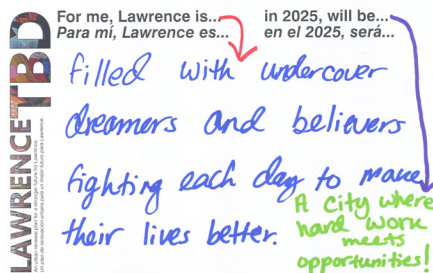
#### Character Examples:



## TOD-1 DOWNTOWN OVERLAY STREET HIERARCHY

- A Center Turn Lane** - 10' center turn lane at intersections.
- B Center Median** - Alternative to center turn lane, planted center median.
- C Travel Lanes** - Typically (2) travel lanes, one lane in each direction of approximately 12' wide.
- D Bicycle Sharrow** - Use bicycle sharrows, placed 14' from curb, on downtown bike routes to indicate shared lanes where adequate clearance is not available for separate bike lanes.
- E On-Street Parking** - On street parking on both sides of street wherever possible, 8' wide.
- F Bus Station** - Extend sidewalk area into parking lane for bus station to provide pedestrian plaza with amenities.
- G Sidewalk Amenity Zone** - Sidewalk area of clustered amenities including street trees, street lights, bicycle racks, benches and parking meters.
- H Sidewalk Activity** - Extended sidewalk activity area to accommodate sidewalk cafes, seating or other active uses.
- I Active Sidewalk Zone** - Active sidewalk zone at building edge, shall be minimum clear width of 5'-0". Connect active sidewalk paths to street crossings at intersections and mid-block crossings. Extend the active sidewalk path to the street edge with an intersection bulb-out.





## COMMUNITY OUTREACH AND ENGAGEMENT

Planning for public initiatives typically requires an interactive process where different perspectives and interests can be balanced and combined into shared directions and priorities. Harriman tailors our skills and outreach tools to each project, beginning with a Communication Plan that matches our approach to the community and the project goals.

As expert facilitators, Harriman recognizes the need for active outreach, receptive listening, and the methods that expand understanding and consensus. Each participant will bring specific perspectives and advocacy positions and our goal is to provide a forum for discussion and to help participants find common ground. In order to avoid “planning fatigue”, meetings must be focused, effective, and attract appropriate and broad participation.

### In-Person Meeting Goals

- Present a base set of information for an informed discussion
- Help participants understand trade-offs
- Encourage active listening and exchanging of ideas
- Respond to input from participants to encourage continued engagement in the process
- Create stewardship for the project

### Available Tools

- Planning kits for visualizing the physical implications of initiatives
- Interactive real-time surveying
- Trade-off exercises
- Informal open houses and scheduled forums
- Visual preference surveys (online and in person)

### Encouraging Participation

We can help design web-based notifications, signs, prominent banners, e-mail and announcement trees, public notice boards, press and cable articles and presentations to draw both new and practiced participants to the process.

### Products

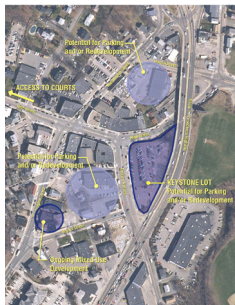
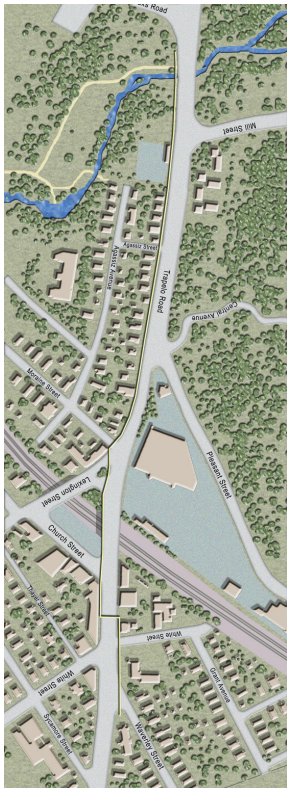
Harriman is committed to designing products that are easily read by all participants and stakeholders, regardless of their planning and design vocabulary. We carefully consider the purposes and audiences for each of the products we create, and organize the planning process so that technical studies and input and decisions made during meetings and forums can flow directly and efficiently into each of the planning products.

Product components are matched to the individual project. Our approach and components have included:

- Layered information so readers can easily skim the important information or delve into the details
- Graphically compelling maps, images, and representations, because a picture is worth a thousand words
- Summary of important decisions, priorities and actions in the plan and the introduction to all of the themes, issues and outcomes
- Hyperlinked documents to allow for easy navigation
- Fact sheets for readers to quickly absorb key topics



## COMMONWEALTH OF MASSACHUSETTS DOWNTOWN INITIATIVE SERVICES



Harriman has served as a consultant to the Department of Community Development's award-winning Downtown Initiative for over ten years. This program provides grants to municipalities for downtown improvement plans and design strategies, and sponsors workshops on key opportunities and challenges in downtown revitalization.

Through this program, Harriman has worked directly with over 50 separate communities. The services have included facilitating seminars and workshops on topics such as Form-Based Zoning and design guidelines, walkable downtowns, lighting, and emerging trends in public art and public spaces.

Harriman's work with communities has typically included engaging residents and stakeholders in workshops and charrettes, building consensus and defining projects. The products have set the stage for numerous subsequent grants, funded improvements, and public/private redevelopment.

Examples of planning assignments have included:

- **Design guidelines** - Design guidelines for both renovation and new development were prepared for Ayer, Rockland, Orange, Rockport, Braintree
- **Redevelopment planning** - For many communities, urban design plans and implementation strategies were the focus of Harriman's services. These have included plans for Dedham Square, Randolph, Rutland, Franklin, Georgetown, Stoughton, Sudbury, Auburn, Weymouth, and others.
- **Zoning strategies** - In some cases, new zoning strategies are needed to support desirable, mixed use development. Harriman's contributions have included strategies for North Reading, Gardner, and Essex.
- **Streetscape and public space** - The quality of streetscapes and the walkability of downtowns is directly linked to their economic success. Harriman has prepared initial concepts and set the stage for subsequent funding and implementation of streetscape enhancements in many communities, including Bourne, Easthampton, Holliston, Harwich, Scituate and others.
- **Historic and cultural resources** - Successful downtowns leverage their historic resources and benefit from the enhanced identity and cultural attractions they can provide. Harriman has prepared strategies to introduce new approaches to preserving and interpreting these resources in Concord Center and for Belmont's Waverly Oaks.

Project Type: Downtown Master Planning and Implementation Support Services

## TOWN OF SPENCER DOWNTOWN DESIGN GUIDELINES

Spencer, Massachusetts

Harriman, as part of our on-call services with the Massachusetts Downtown Initiative, worked with the Town of Sepecer to develop design guidelines for its downtown. The long spine of Main Street contains several different setback conditions, ranging from zero lot lines to paved front yard setbacks. The architecture of the street varies considerably, from historic buildings to infill development as a result of fires or teardowns. The Town had four areas of focus: appropriate redevelopment of historic buildings, context-sensitive infill development, storefront design, and front-yard setbacks that contribute to a walkable, active streetscape. The Town had already completed streetscape improvements; the design guidelines are a second step in ensuring that continued revitalization of the downtown.

### Infill Development

#### Existing Conditions



#### Design Principles

Infill development should be consistent with existing development patterns. Development patterns include the relationship of existing buildings to the principal street as well as the height, massing, fenestration, and architectural details of the existing buildings. New buildings should not attempt to copy old buildings but should be complementary in the treatment of existing strong vertical and/or horizontal lines, roof styles, storefront styles, articulations of the façade, materials, colors, and other building components.

#### Suggested Outline of Design Guidelines

- |                       |                           |
|-----------------------|---------------------------|
| <b>Site and Block</b> | <b>Façade Composition</b> |
| 1. Building Placement | 1. Façade Length          |
| 2. Setbacks           | 2. Building Entrances     |
| 3. Streetwall         | 3. Window Spacing         |
| 4. Landscape          | 4. Transparency           |

#### Building Massing and Form

1. Building Massing
2. Building Type
3. Shape and Proportion
4. Building Height
5. Roof Forms

#### Examples of Design Guidelines

**Building Orientation** – Buildings shall be oriented with the primary building façade(s) facing the primary street frontage(s) of the site. Building massing and façades shall be designed to frame streets and public spaces to provide a sense of spatial enclosure and to define street edges. Building entrances, storefronts and windows shall be oriented to the primary street(s) with transparency to streets and public spaces.

**Scale** – The scale of proposed new or substantially rehabilitated buildings shall be compatible with the surrounding architecture and landscape context. Elements that may help to relate building massing proportionally shall include: articulated building bases through a change in material or color; placement of windows in a regular pattern; articulation of building entries with canopies, porches or awnings, and façade and roof projections (such as bay windows or dormers).

**Height** – Infill buildings shall continue the patterns of height of adjacent existing properties. Where the discrepancy between the proposed height and existing height patterns is greater than ten feet, the Planning Board shall review design proposals with the applicant for context sensitivity based upon the following: articulation of façade; building mass, scale, bulk and proportion; or other building massing considerations.

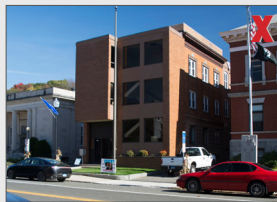
**Façade Design and Relationship to Existing Context** – The façade, or primary building elevation, of new construction or substantial rehabilitation shall be compatible with the façade design of neighboring buildings so as to create continuity across projects and the street edge. New construction and substantial rehabilitation of properties adjacent to public open spaces shall be oriented to define the edges of those open spaces and provide a transparent ground floor to activate the public space.

**Proportion and Pattern of Windows** – New construction shall acknowledge and respond to existing adjacent window patterns in proportion, scale, rhythm and number of openings.

#### Examples of Violations/Compliance with Design Guidelines



The height and massing of the buildings in relation to each other is jarring. However, the storefront of the newer building (Brooks Brothers) does relate well to the storefront of David's Tea (center) which helps with the consistency of the pedestrian experience.



The new façade of the center building dominates the post office (left) and City Hall (right). Horizontal lines do not match and the window openings are out of scale with the other buildings. The height does match City Hall, but the overall massing is inconsistent with its location between two buildings of civic importance.



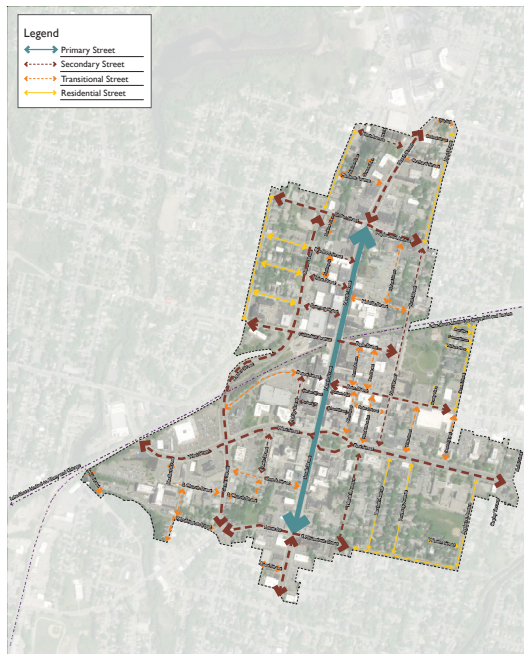
The historic façades have been retained and the new addition is stepped back from the façade on the right. Consistent with the Secretary of the Interior's Standards for Historic Preservation, the addition is easily distinguished from the original building.



Mashpee Commons is a refurbished strip mall designed to be compatible with the surrounding context of a New England town. The massing and form of the buildings vary. The placement of the buildings on the interior streets is consistent with a pedestrian-friendly area. A variety of public gathering spaces break up the building area to provide space for public activities.

## CITY OF PITTSFIELD DOWNTOWN HYBRID FORM-BASED CODE

Pittsfield, Massachusetts



Downtown Arts District: Street Types

Harriman, with our colleagues at Union Studio, assisted the City with the development of a hybrid Form-Based Code for its downtown. The design standards were set up so as to require only staff review, unless an applicant sought a variance from the standards. The purpose was to reduce the number of applications in front of the Planning Board.

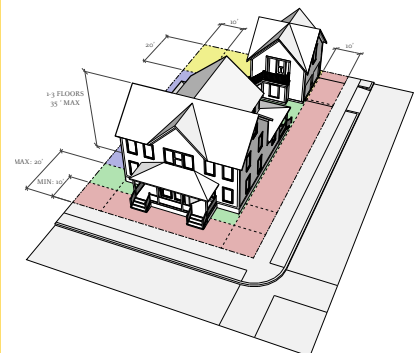
The building types, setbacks, and other dimensional standards depended on the relationship of the principal façade of the building to the street. Building typologies included mixed-use on the primary, secondary, and transitional frontages and a residential frontage appropriate for a single- or two-family building and can accommodate an attached or detached accessory unit.

### Residential Frontage

The setbacks for buildings with principal frontage on a Residential Street will vary depending on the existing neighborhood standards. Neighborhood retail and services uses are encouraged at corners with Primary Streets. Residential and office uses are allowed on the ground floor after the first parcel depth from a Primary Street. Building heights will range from one to three stories.

Transparency requirements for ground floor windows are consistent with those of a residential building.

Parking is prohibited from the front yard setback in front of a building. However, encroachments such as porches, stoops, bays, and window boxes are allowed within the front yard setback.



Height	
Minimum (stories)	1
Maximum (stories)	3
Maximum (feet)	35
Setback	
Front Yard	
Minimum (feet)	10
Maximum (feet)	20
Side Yard	
Minimum (feet)	10
Minimum from adjacent residential lot (feet)	10
Rear Yard (feet)	
Between Buildings on same lot (feet)	10
<b>Encroachments:</b> Porches, stoops, awning allowed within front setback	
Transparency	
Consistent with standards for single-family, two-family, or three-family.	

Additional Parking Requirements	
Location	
In front of the primary façade	N
Side yard, not within the front yard setback	BR
Side yard, within the front yard setback	BR
Rear yard	BR



## CITY OF METHUEN DOWNTOWN SMART GROWTH ZONING

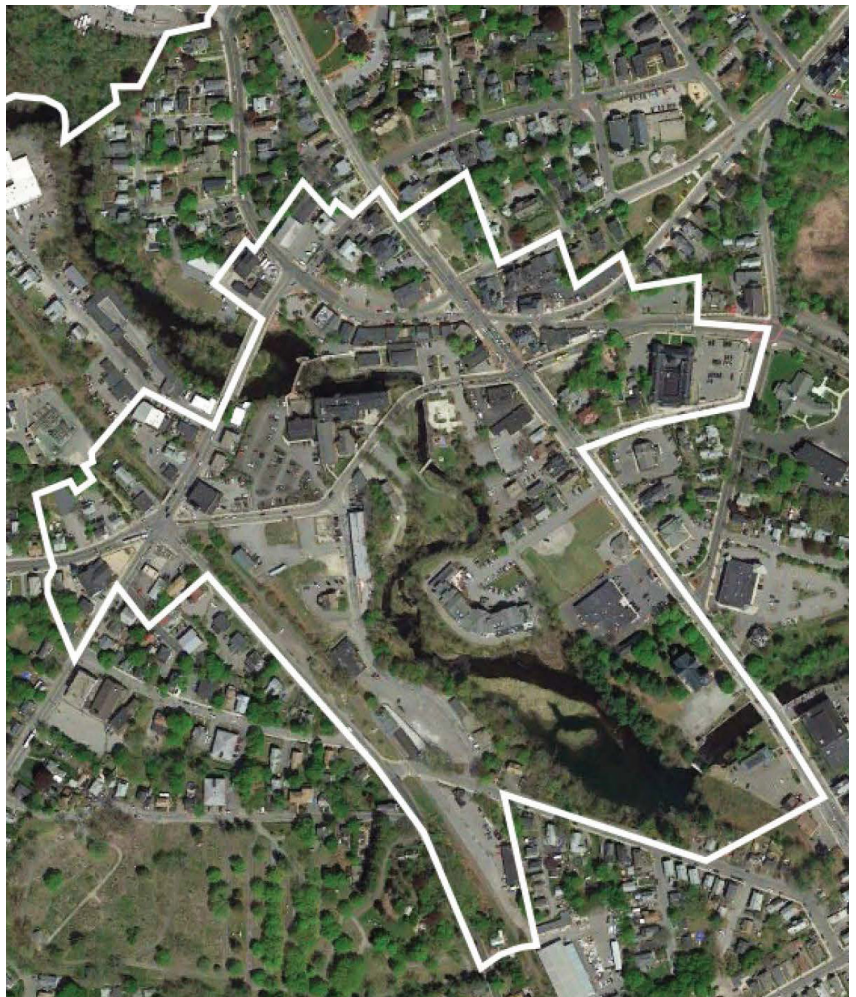
Methuen, Massachusetts

Harriman prepared the new Smart Growth Overlay Zoning District for Methuen's historic downtown in concert with the City's Planning Division and associated legal assistance. Harriman provided technical planning to establish the district's conformance with the state's enabling legislation under Chapter 40R. As a Smart Growth zoning district, the City will be eligible for state funding to support infrastructure and other development needs. The zoning district is a key implementing step of Methuen's Downtown Action Plan which was also prepared by Harriman. It provides for mixed uses, including housing, which will be important components of the downtown's future.

The urban design team prepared build out evaluations for potential development to establish the beneficial incentives associated with the new zoning. As part of its zoning services, Harriman also prepared design guidelines to help shape new development and adaptive reuse of historic buildings. This was coordinated with the historic district standards and associated approval process for the same planning area.

Opportunity for infill redevelopment to add housing above retail uses.

- LOT SIZE: Approximately 2.1 acres
- POTENTIAL USE: Mixed use (Commercial/residential)
- HOUSING UNITS: 65-85 (30-40 units/acre)<sup>(1)</sup>
- COMMERCIAL: 15,000 sq.ft. (Lowell, Pelham)
- BLDG AREA: 85,000-95,000 sq.ft.<sup>(2)</sup>
- BLDG HEIGHT: 3-4 stories
- PARKING: 100-110 spaces (On-site)<sup>(3)</sup>





## CITY OF ANSONIA ANSONIA VILLAGE DISTRICT GUIDELINES

Ansonia, Connecticut



Figure 6-5: Signs are within architectural sign band (A) with downward pointing lighting above (B). Awnings reflect vertical divisions within the ground floor façade (C) or between buildings (D). Awnings that have the same color unify the façades.

### Consider Position Of Signage In Relation To Architectural Elements

#### Awnings and Signage

- Awnings and signs may not obscure important architectural details by crossing over pilasters or covering windows.
- Multiple awnings or signs on a single building shall be consistent in size, profile, location, material, color and design.
- On multi-tenant buildings the awnings and signs shall be allowed to vary in color and details, but shall be located at the same height on the building façade. Figure 6-5.

Harriman assisted the City of Ansonia in evaluating the applicability of Village District Zoning for the core of the downtown. The downtown includes an historic core on upper Main street, but the lower-lying areas were significantly damaged by a flood in 1955. The combination of the river and flood wall on the west and a significant steep slope on the east forms a natural boundary to a commercial district that is easily walkable. This area includes the Ansonia rail station, several large “big box” stores to the south, and the historic mills, some of which are being converted into housing. This area has the potential to become a mixed-use, transit-oriented downtown. The Village District zoning will provide the City with key tools to ensure that new development is respectful of the historic context.

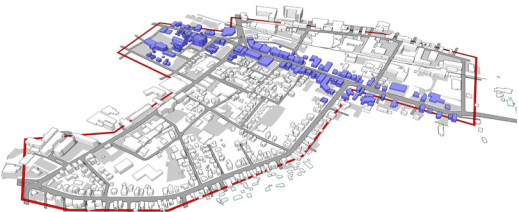


Project Type: Village District Zoning



# CITY OF PEABODY PEABODY FAÇADE AND SIGNAGE DESIGN GUIDELINES

Peabody, MA



The City of Peabody has a wealth of historic architecture and cultural resources that appeal to businesses, residents, and visitors. To guide future development, Harriman developed façade and signage design guidelines for three subdistricts: Main Street, Walnut/Foster Street and Washington Street, in downtown Peabody. The guidelines establish design standards for use by residents, business owners, and developers.

The Peabody Downtown Design Guidelines are intended to enhance development and redevelopment within walking distance of Downtown's Main Street. They were developed to reinforce the visual character and quality of the downtown and surrounding districts. To achieve this intention, the Design Guidelines provide a framework for what is acceptable and desired, but leave the opportunity for flexibility and interpretation for the circumstances of each unique project in the Study Area. The Design Guidelines have been composed to promote clarity and transparency and to streamline the review process for project approvals.



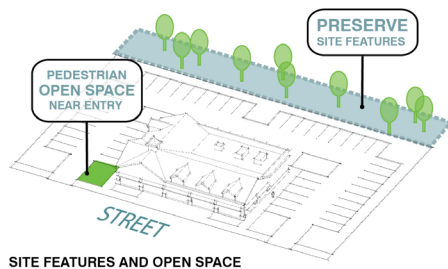
## TOWN OF MEDWAY DESIGN GUIDELINES

Medway, Massachusetts

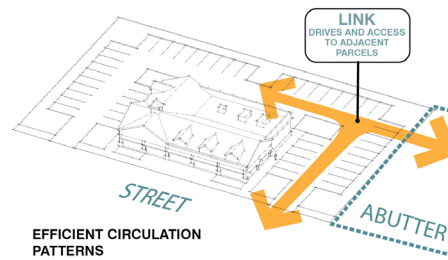


Harriman helped the Town of Medway prepare illustrated guidelines for design review that reinforces the rural New England Village character of the Town. These guidelines identified appropriate design for both commercial and residential zoning districts and addressed site improvements, architectural design, and signage. The Town has an existing Design Review Committee (DRC) and design review process and this document provides guidance to the DRC in making recommendations to the Planning Board for Site Plan or Special Permit Approval.

Project Type: **Design Guidelines**



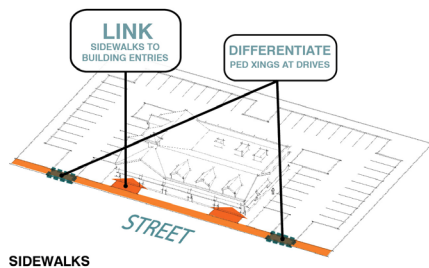
SITE FEATURES AND OPEN SPACE



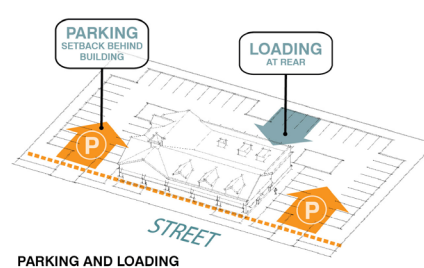
EFFICIENT CIRCULATION PATTERNS



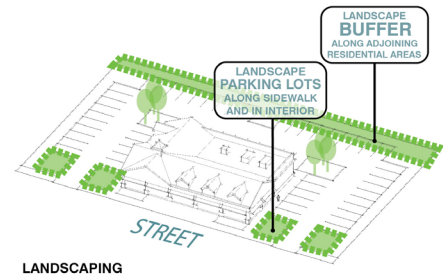
STREET-FACING ORIENTATION



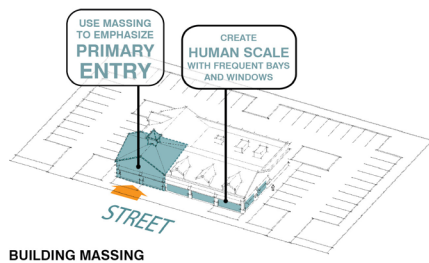
SIDEWALKS



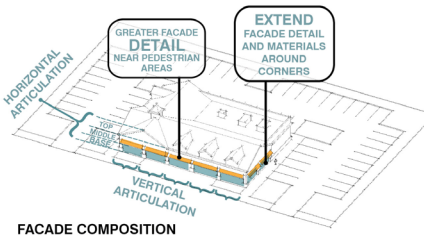
PARKING AND LOADING



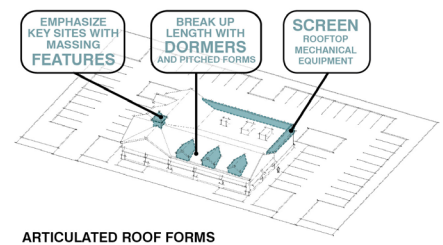
LANDSCAPING



BUILDING MASSING



FACADE COMPOSITION

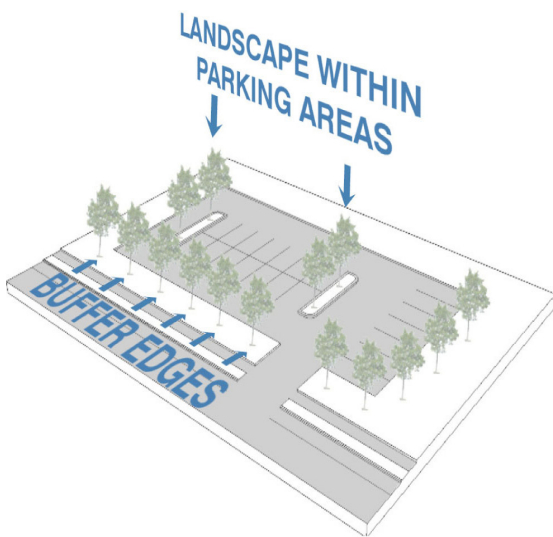


ARTICULATED ROOF FORMS

## TOWN OF WESTPORT VILLAGE HISTORIC DISTRICT ZONING

Westport, Connecticut

Facing increasing development pressures, the Town of Westport wanted to protect the historic core of its downtown from changes that could negatively affect the image and physical character of the area. The Town hired Harriman to accomplish two project goals: recommend zoning regulations to establish a Village District under Connecticut laws and draft the supporting design standards and nomination documentation for a new National Register Historic District. Harriman crafted the Village District Zoning to protect the existing historic buildings and development patterns while encouraging continued investment in the economic vitality of the downtown. Once implemented, the recommended zoning changes will give the Planning and Zoning Commission control of the design review process, with specific design standards to guide the Site Plan Review Process for new construction, substantial rehabilitation and reconstruction, and changes to any exterior façades.



**A:** Height of Ground Floor  
**B:** Width of Ground Floor

**C:** Height of Glazing  
**D:** Width of Glazing

Project Type: Village Historic District Zoning



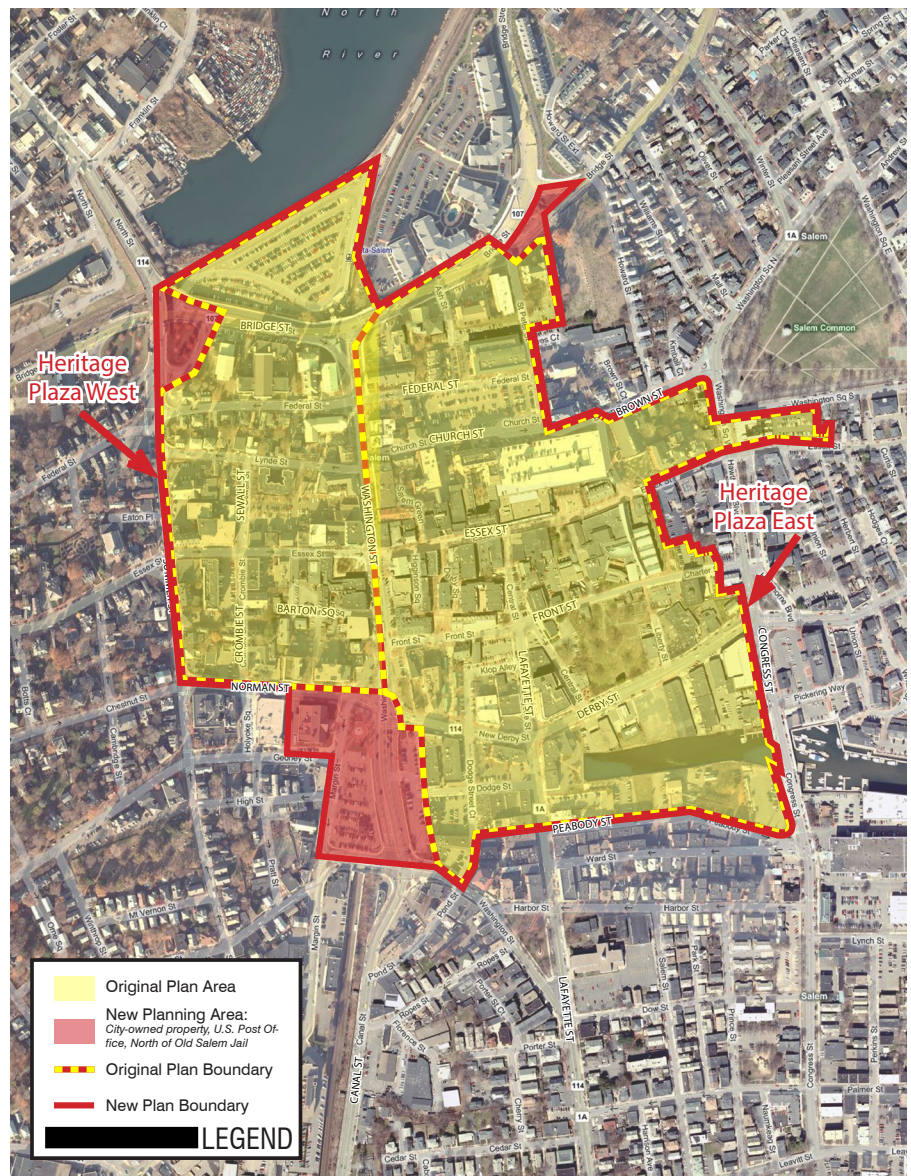
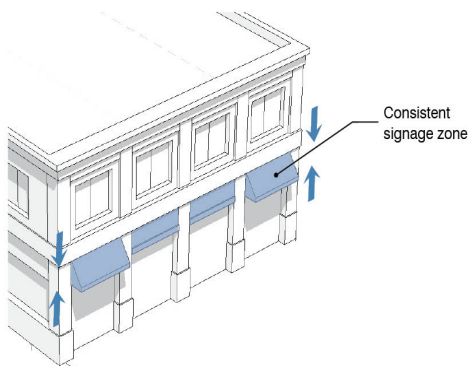
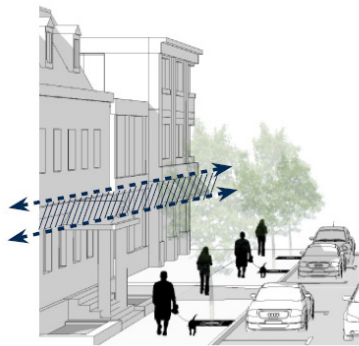
## SALEM DOWNTOWN RENEWAL PLAN

Salem, Massachusetts



Harriman prepared the redevelopment strategy and implementation plan for the historic downtown of Salem. This plan took into account the positive investment environment that has emerged in Salem due to past reinvestment in cultural facilities, the public realm, and historic preservation. The strategy provides specific tools, including design guidelines, to attract desirable mixed-use redevelopment while preserving the historic fabric and structures that distinguish it as one of the most prominent preservation venues in the nation. The plan provides guidance for special design reviews, pro-active redevelopment of public properties, and support for district-wide parking and circulation improvements. The planning process included close coordination with community organizations and advocates, leading to a 2012 Preservation Award from Historic Salem, Inc.

**Project Type:** Urban Renewal Plan





## TOWN OF ANDOVER REDEVELOPMENT STRATEGY AND SMART GROWTH ZONING

Andover, Massachusetts

Harriman prepared a redevelopment plan and associated smart growth zoning district recommendations for the Andover commuter rail station area. Located between the station and the Downtown, the twenty acres of undeveloped land includes a combination of town property, institutions, residential, and retail uses. The land is adjacent the rail corridor, part of the MBTA's double tracking project. The plan envisioned compact, mixed-use development appropriate for expansion of the town center while taking advantage of commuter rail access. Harriman created design guidelines to set the standard for the quality of the architecture and site improvements, accommodating growth while maintaining a traditional design appropriate for a historic town.

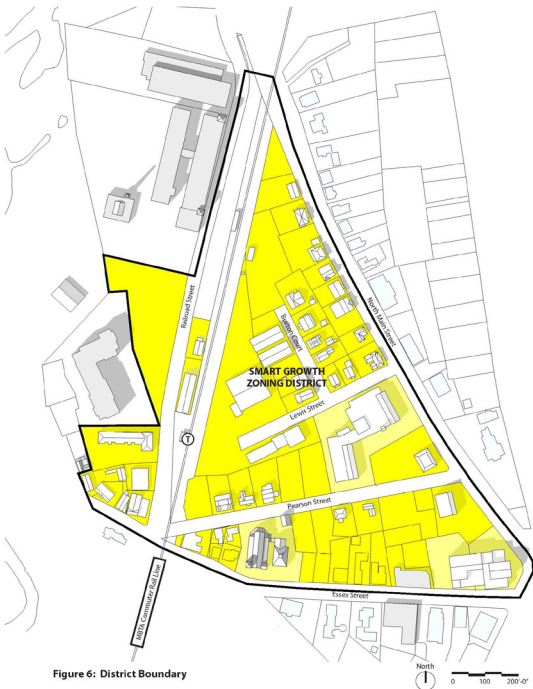


Figure 6: District Boundary



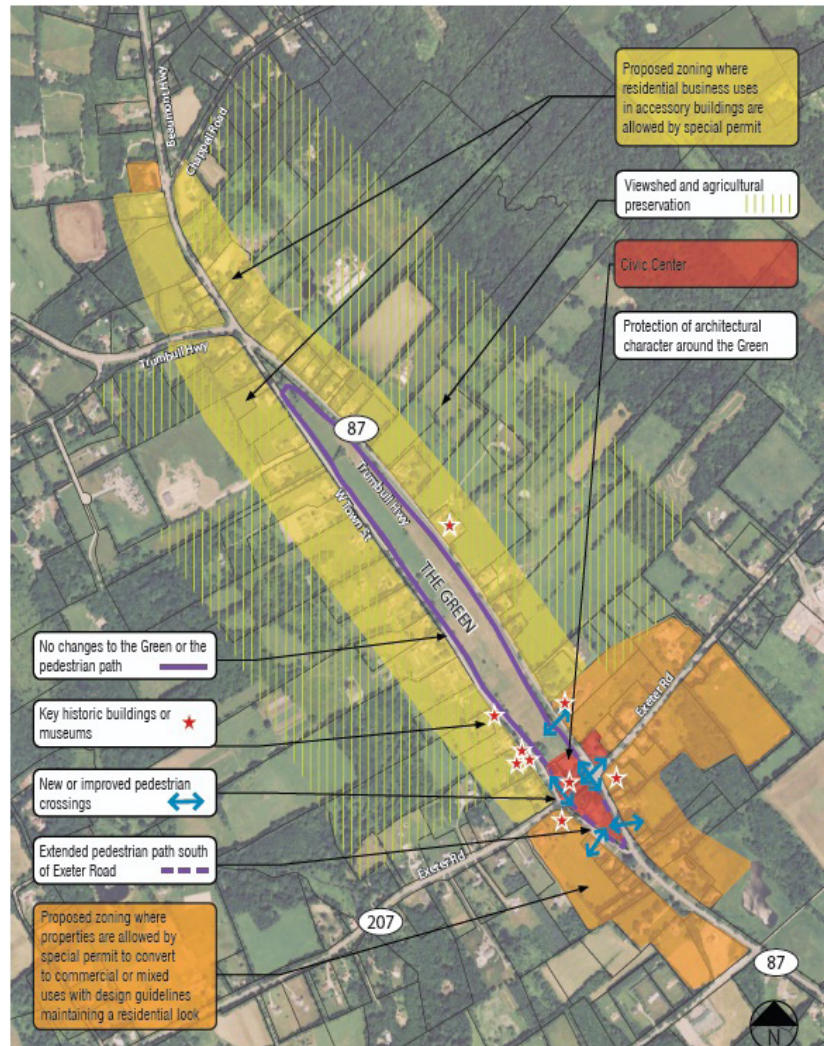
Project Type: Smart Growth, Transit Oriented Development, 40

## TOWN OF LEBANON LEBANON VILLAGE DISTRICT ZONING AND DESIGN GUIDELINES

Lebanon, Connecticut



The village center of Lebanon is a remarkably intact, historic village center clustered around the only remaining town green in the United States that remains in its original use. Perched on a hill top, the Town's center includes a number of historic buildings dating back to the colonial era, and an exceptional collection of civic buildings and uses, including four museums. Several active farms persist along the perimeter of the Green, and the abutters retain rights and maintain and use segments of the open space for haying. The Town sought improved land use management and design controls, while promoting appropriate retail and restaurant establishments needed to enhance the Town Center. Harriman used its expertise in Village District zoning that is unique to the State of Connecticut, and prepared special zoning and design standards that have been adopted by the Town to protect and enhance this extraordinary place.



Project Type: Village District Planning and Zoning



## TOWN OF AMHERST FORM-BASED ZONING CODE FOR VILLAGE CENTERS OF NORTH AMHERST AND ATKINS CORNER

Amherst, Massachusetts

Harriman prepared planning strategies and new form-based zoning provisions for the village centers of North Amherst and Atkins Corner. The Town's master plan calls for the transformation of two low-density, auto-oriented districts into compact, walkable mixed-use centers.

The form-based code provides a framework to create mixed-use village centers that respect the scale and traditional building types valued by the community. The townscape standards integrate landscape and streetscape design concepts to complement future private sector development. The principles and concepts were prepared through a series of charrettes, public meetings, workshops and presentations.



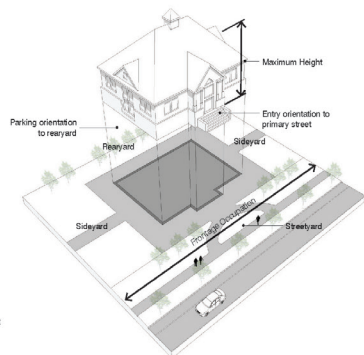
FIGURE 16.3.1 - BUILDING AND SITE TYPES

### Civic Building and Site Type

Character Examples:



The illustrations of Figure 16.3.1 represent one possible solution; exact conditions may vary; proposals shall meet the intent shown.



### Commercial Building and Site Type

Character Examples:



The illustrations of Figure 16.3.1 represent one possible solution; exact conditions may vary; proposals shall meet the intent shown.

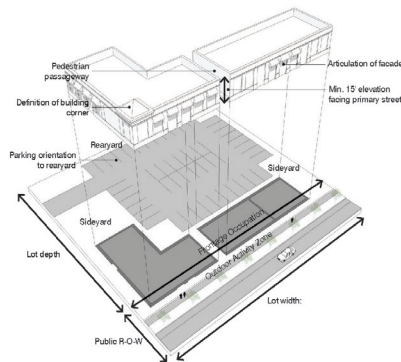


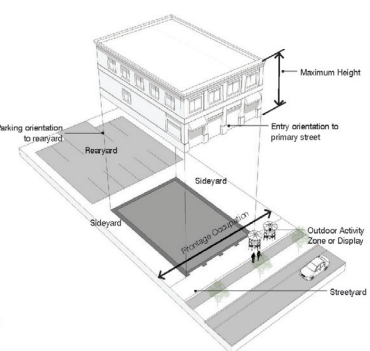
FIGURE 16.3.1 - BUILDING AND SITE TYPES

### Mixed Use Building and Site Type

Character Examples:



The illustrations of Figure 16.3.1 represent one possible solution; exact conditions may vary; proposals shall meet the intent shown.

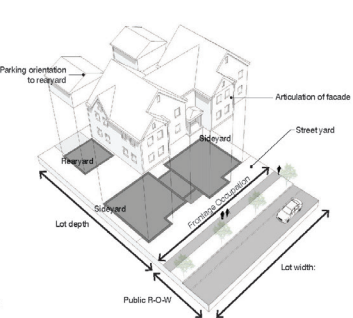


### Multi-Family Residential Building and Site Type

Character Examples:



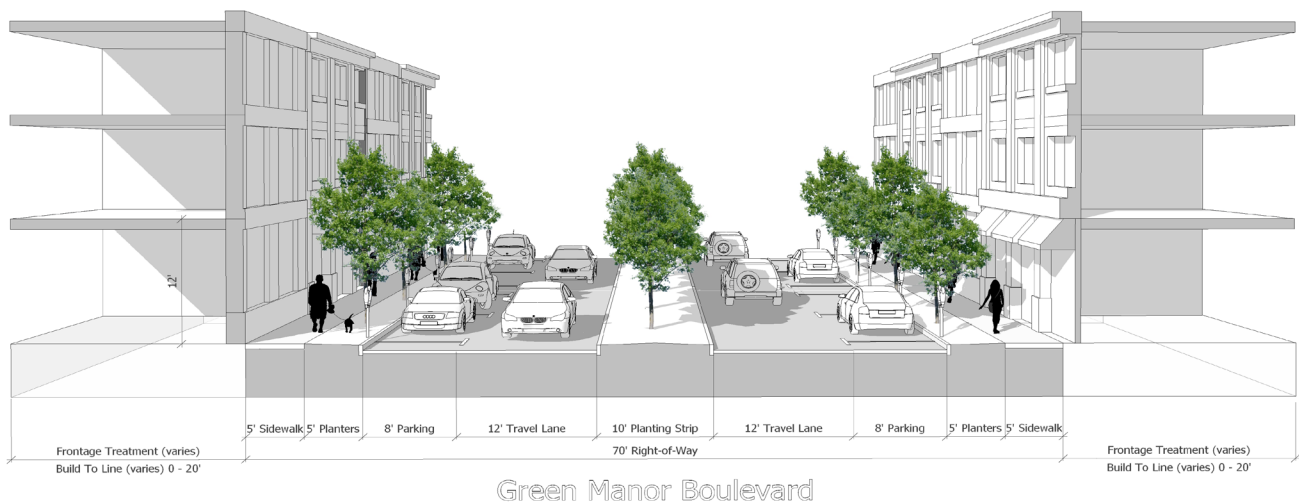
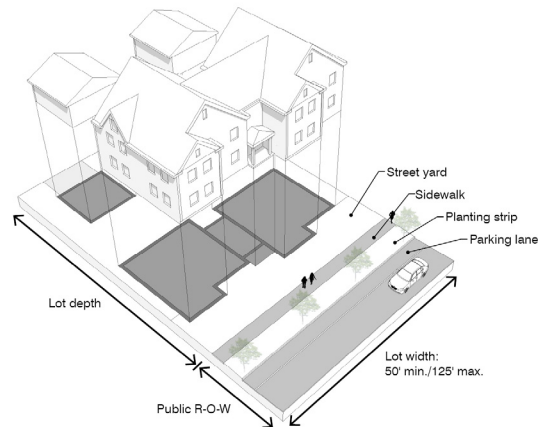
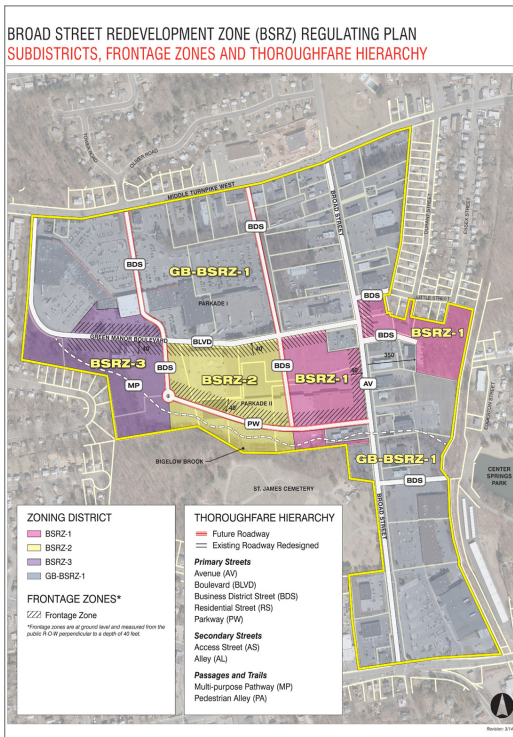
The illustrations of Figure 16.3.1 represent one possible solution; exact conditions may vary; proposals shall meet the intent shown.



## TOWN OF MANCHESTER FORM-BASED CODE AND DESIGN STANDARDS

Manchester, Connecticut

As a follow-up to a community initiative to attract appropriate new development to the Broad Street area, the Town hired Harriman to prepare new development regulations and design standards. The zoning supports the conversion of outmoded, low density retail and light industrial uses to a more vital mixed use district with a neighborhood scale. The Town and Redevelopment Authority concluded that a form-based code would be the most beneficial method of achieving the smart-growth goals outlined in the redevelopment plan, attracting new private investment, and facilitating higher density mixed-use of targeted redevelopment sites. Harriman prepared the new form-based code, regulating plan and design standards for the district that specifically define and illustrate the desired mix of commercial, residential and civic uses. The zoning provides for a “complete street” hierarchy emphasizing intermodal and pedestrian-oriented design of thoroughfares. In addition to the building guidelines, the new zoning sets standards for open spaces to provide passive and active recreational opportunities within the district.



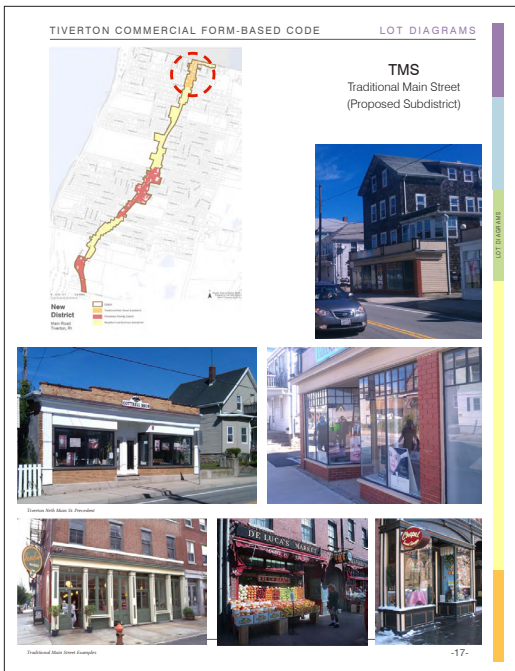
Project Type: Form-Based Code and Design Standards



## TOWN OF TIVERTON FORM-BASED CODE

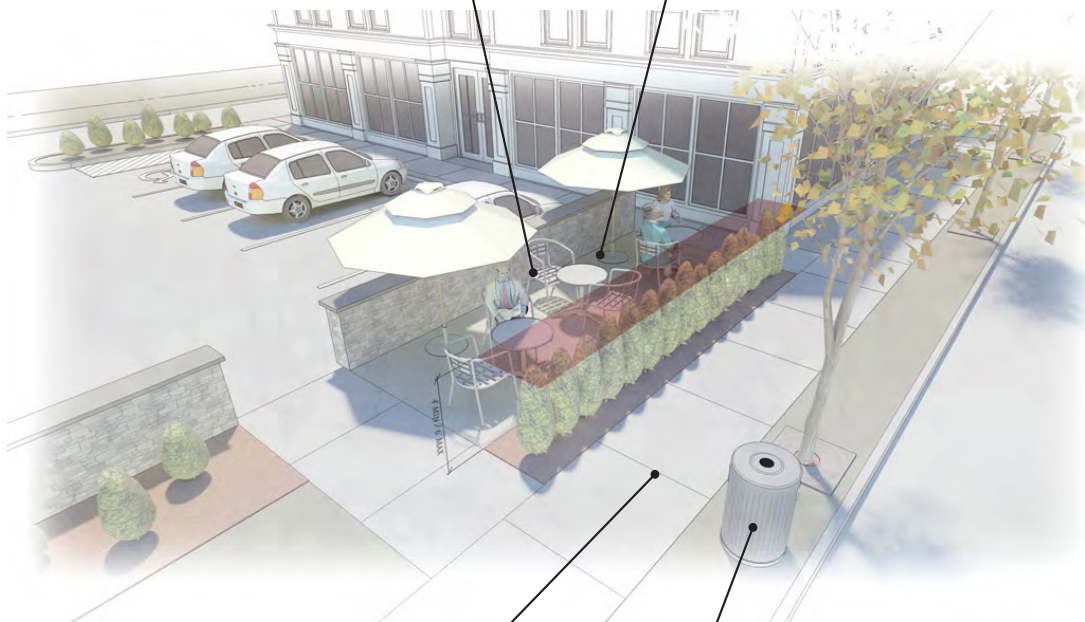
Tiverton, Rhode Island

Tiverton is a coastal community with a rural New England heritage and character. Its General Commercial (GC) zoning encompasses miles of local roads, but does not reinforce local values. To rectify this, the Town decided to implement a Form-Based Code, and chose Harriman to lead a team to advance the plan and regulations. Beginning with workshops on zoning and community character, the Harriman team found that three 'character subdistricts' emerged. The team prepared a new zoning map and regulations to replace the GC district with three new districts: Traditional Main Street, Neighborhood Business, and Pedestrian-Friendly Commercial. The first two districts reinforce the character of the built areas, while the last supports new commercial development in keeping with community character. The team also prepared design standards and guidelines defining the scale and character of buildings, site improvements, and infrastructure. The roadway infrastructure design standards have been found to have broader value.



The outdoor seating area shall be screened from parking, and demarcated from sidewalks and/or street by a landscaping strip, plants or fencing four to six feet in height. All such screening materials must be secured so as not to create a hazard.

Outdoor seating areas shall be distinguished from parking areas by solid, uninterrupted concrete or granite curbs and landscaping which physically separates the outdoor seating area from parking.



Outdoor seating or display shall not

There shall be at least one readily



# SECTION 3

WORK PLAN



The scope provided in the Request for Qualifications is well-thought through. We would like to supplement that scope with the following additional descriptions of our proposed work plan and methodology:

## A BACKGROUND REVIEW

### 1. Kick-off Meeting

The kick-off with Town staff will set the stage for a successful process. At this meeting, we will confirm the work plan and request needed plans, reports, studies, GIS data, and other information required for this process. We will discuss the DPCD's past research into the questions that spurred this RFQ, the current organizational structure and permitting process, and specific sites and areas of concern, both geographic and regulatory. We will tour the physical areas of concern with Town staff.

### 2. Document Review

After the kick-off meeting, we will begin a deep dive into relevant guidelines from around the country and appropriate processes within the Massachusetts zoning and land use regulations. We will collect the most relevant examples and include them in the *Inventory and Recommendations Memorandum* at the end of Task B.

#### *Meetings*

- Kick-off

#### *Deliverables*

- Revised Work Plan and Schedule

## B EXISTING CONDITIONS AND ANALYSIS

### 1. Document Existing Conditions

Our research will continue with an inventory of the three zoning districts – R0, R1, and R2. Our approach here may differ from our colleagues at other firms. We will focus on three aspects of these zones:

- **Neighborhood Boundaries** – As we noted in our cover letter, zoning boundaries do not define neighborhoods. As we investigate the residential areas, we will be looking for those areas that have a clear identity as a neighborhood – which may not be limited to the formal ones, such as Arlington Heights, Morningside, and East Arlington. We will capture the architectural, cultural, and landscape features that define those neighborhoods.
- **Areas of Change** – We will work with Town staff to define and understand the areas that have been changing and those that are expected to change. We will focus our attention on physical changes to the neighborhoods that has been perceived to be undesirable and capture the design elements that have triggered both positive and negative reactions.
- **Edge Conditions** – Zoning districts generally use the centerline of streets to define the boundary of the zone. We will evaluate where zoning districts may create different conditions on either side of the street, and where well-defined neighborhoods with different physical characteristics exist within the same zoning district. This information will help us determine how to apply design guidelines throughout the town without creating unintended consequences.

### 3 WORK PLAN

#### 2. Prepare Inventory and Recommendations Memorandum

We will document these conditions with photographs, sketches, diagrams, and maps, as appropriate, and include this documentation in the *Inventory and Recommendations Memorandum*. This memorandum will use the previous work to define one or more contexts in which incompatible structures have been introduced, define that incompatibility in the language of design, and discuss the appropriate method of addressing those incompatibilities in terms of the existing regulatory structure or an alternate process.

#### 3. Neighborhood Workshops (2)

We recommend that these two workshops be held, if possible, in two different geographic areas of the town.

At the first workshop, we will introduce the process and the analysis done to date. We will then invite participants to work with us to define those design elements that are most critical to their sense of place. We have created different tools to help people understand and visualize how dimensional standards and design guidelines impact the built environment and would work with Town staff and the Design Review Working Group prior to the first meeting to discuss different options for this purpose.

At the second workshop, we will quickly review the results of the first workshop and then explore different scenarios for design guidelines and review processes. As this point, we suggest considering a role-playing exercise so that people can take turns applying the design guidelines as members of the ARB, developers, and concerned residents. In addition to testing the guidelines for applicability within the Arlington community, this allows more people to become familiar with how they actually work in practice.

#### *Meetings*

- Design Review Working Group (1)
- Neighborhood Workshops (2)

#### *Deliverables*

- Inventory and Recommendations Memorandum
- Fliers, presentation, workshop materials for both workshops

## C PREPARATION OF DRAFT DESIGN GUIDELINES AND PROCESS

#### 1. Draft Design Guidelines

From Tasks B and C and with input from Town staff and the Design Review Working Group, we will prepare an initial draft of the design guidelines with appropriate text and illustrations. We will create a document that can be used by those with little to no familiarity with architectural design, understanding that there will be multiple users of this document once adopted. We will present this to and discuss this with the Design Review Group.

#### 2. Draft Process

We will work closely with town staff and the Design Review Working Group to understand the current approval process and define the review process, the appropriate review levels, and the thresholds that trigger those levels. From that discussion, and after the roleplay or other public engagement techniques in Task B, we will develop a draft of the process for review. We will present this to and discuss this with the Design Review Group.

*Meetings*

- Design Review Working Group (1)

*Deliverables*

- Draft Design Guidelines and Process

## D PREPARATION OF PUBLIC REVIEW DESIGN GUIDELINES AND PROCESS

### 1. Public Review of Design Guidelines and Process

We will prepare a revised version of the draft design guidelines and process after receiving comments from Town staff and the Design Review Working Group. We suggest sending the drafts to the full ARB and other appropriate boards and committees. Input from elected and appointed officials at this stage will help with buy-in and support at Town Meeting.

### 2. Community Meeting

We will facilitate a public meeting, creating a space to present and discuss the draft guidelines and process.

*Meetings*

- Community Meeting (1)

*Deliverables*

- Revised Draft Design Guidelines and Process
- Fliers, presentation, workshop materials for both workshops

## E PREPARATION OF FINAL DESIGN GUIDELINES AND PROCESS

### 1 Final Design Guidelines and Process

After the community meeting, we will, with input from Town staff and the Design Review Working Group, prepare a final set for approval at the appropriate Town Meeting. Although we understand that the DPCD will present the final documents to Town Meeting, we will support the presentation with a slide deck and a poster suitable for display or handout at Town Meeting.

*Deliverables*

- Final Design Guidelines and Process
- Slide deck and poster for use at Town Meeting
- Two copies of the final report, a Microsoft-Word compatible version, and a searchable PDF version.



# SECTION 4

PROJECT SCHEDULE





We understand that the Town wishes to have these design guidelines available for a Town Meeting – we would recommend the Fall 2020 Town Meeting. If chosen as the preferred consultant, we would be prepared to begin work as soon as possible in order to begin documentation of the existing conditions this fall. The schedule below ties to the work plan above.

We have tried to plan the schedule to consider the approaching holiday season, anticipate the need to schedule community workshops around the school calendar and prior to the run-up to the Spring Town Meeting, and target review during the summer when community meetings are difficult to schedule. This schedule can be altered to meet the needs of the Town.

### NOVEMBER/DECEMBER 2019

Attend kick-off meeting and initial site visit

### NOVEMBER/DECEMBER 2019-FEBRUARY 2020

Undertake document review, existing conditions analysis

*February 2020 Deliverable: Inventory and Recommendation Memorandum*

### MARCH-APRIL 2020

Facilitate two Neighborhood Workshops

### MAY-JUNE 2020

Prepare Draft Design Guidelines and Draft Process

*June Deliverable: Draft Design Guidelines and Draft Process*

### JULY-AUGUST 2020

Staff Review of Draft

*September Deliverable: Revised Design Guidelines and Draft Process*

### SEPTEMBER/OCTOBER 2020

Community Meeting

*October Deliverable: Final Design Guidelines and Process*



The background is a solid gray color. It features several white geometric lines: a thick diagonal line running from the top-left towards the bottom-right, and a thinner diagonal line running from the bottom-left towards the top-right. These lines intersect in the lower-left quadrant. In the bottom-left corner, there are some white rectangular shapes that appear to be part of a larger, partially visible graphic or text element.

# SECTION 5

PROJECT TEAM



Clif Greim, Harriman's President, is the Principal-in Charge for the Urban Design and Planning Studio. Our team includes multidisciplinary professionals with backgrounds in planning, design, finance, and regulations (Emily Innes), architecture and landscape architecture (Jess Wilson), and architecture and planning (Camilo Espitia). We are supported by our graphic designer, Peter Kery, and we draw on the design expertise of our colleague Margarita Iglesia who divides her time between the UDP Studio and teaching design and sustainability at Wentworth and the Boston Architectural College.



**Clifton W. Greim, P.E.**  
President  
Principal-in-Charge



**Emily Innes, AICP,  
LEED AP ND**  
Associate,  
Director of Urban Planning  
Project Manager



**Margarita O. Iglesia, AICP**  
Senior Urban Designer



**Camilo Espitia**  
Urban Designer / Planner



**Jessica Wilson**  
Urban Designer / Planner



**Peter R. Kery**  
Graphic Designer



### EDUCATION

University of Maine  
Bachelor of Science  
Mechanical Engineering

### REGISTRATIONS

ME, NH, MA, VT, CT, RI, PA, OH

### AFFILIATIONS

American Society of Heating, Refrigeration and Air  
Conditioning Engineers (ASHRAE)  
Maine Chapter, Past President

Androscoggin County Chamber of Commerce, Board of  
Directors

Maine State Chamber of Commerce  
Treasurer, Board of Directors

U.S. Green Building Council  
Maine Chapter, Member

University of Southern Maine  
Board of Visitors, Co-Chair

State Board of Professional Engineers  
Vice President, Board of Directors

Educate Maine  
Board of Directors

Focus Maine  
Board Member

University of Maine, Orono  
Dean's Council on Engineering

University of Southern Maine  
STEM Advisory Board Chair

## CLIFTON W. GREIM, P.E. PRESIDENT

Clifton W. Greim serves as Harriman's President and CEO and has over 35 years of experience as a senior mechanical engineer. As President of the firm, Clif is responsible for the day-to-day management of the firm and implementing the vision.

A national leader in designing energy efficient and sustainable systems, Clif has lectured extensively on the subject around the country. He has also authored numerous articles on sustainability, green design, geothermal heating and cooling systems, indoor air quality, carbon neutral campuses, desiccant/chilled water cooling systems and other related topics.

Clif's designs exemplify a commitment to the conservation of natural resources and to cost-effective, innovative solutions to complex issues. He has designed systems that use a variety of fuel sources for both renovations and new construction, including projects converting steam to hot-water systems. He has expertise in the design and integration of direct digital control systems for energy management using "smart building" technology to track building utility trends, allowing adjustments from a central computer. His experience also includes design of energy-efficient hydronics and heat-recovery ventilation systems as well as systems that meet specialized requirements to control dust, noise, and corrosive elements.

On many projects, Clif prepares life-cycle analyses of systems and their components to help clients determine the most cost-effective solutions to their HVAC problems. He has also developed techniques that involve the occupants of buildings being renovated so that the HVAC systems provide better user satisfaction.

### RELEVANT EXPERIENCE:

#### **The Jackson Laboratory – Bar Harbor, Maine**

Center for Biometric Analysis | Building 15 Annex | Building 28 Renovations | Importation Labs | Bioinformation Lab | Gene Targeting Lab | Various Projects

#### **Bowdoin College – Brunswick, Maine**

Coffin Street Residence Halls | Hyde and Appleton Halls | Kanbar Hall | Searles Science Building | Stanley F. Druckenmiller Science Hall | Theta Admissions Hall | Memorial Hall | Hawthorne-Longfellow Library | Central Campus Boiler Plant Replacement | Steam Utility Master Plan | Chilled Water Utility Master Plan

#### **University of Southern Maine – Gorham, Maine**

Upperclass Hall Residence Hall | Harlan A. Philippi Residence Hall | John Mitchell Center, Addition and Renovations

#### **University of Southern Maine – Gorham and Portland, Maine**

Utilities Master Plan

#### **University of Maine – Orono, Maine**

Aubert Hall Renovations | Corbett and Dunn Halls Renovations | Doris Twitchell Allen Village | Hitchner Hall, Addition and Renovations | Memorial Union, Addition and Renovations | Sawyer Environmental Research Center

#### **University of Maine at Fort Kent – Fort Kent, Maine**

Biomass Boiler



## EMILY KEYS INNES, AICP, LEED AP ND

### ASSOCIATE, DIRECTOR OF PLANNING

Emily Keys Innes, AICP, LEED AP ND has a strong background in urban planning, financial analysis, project management, and municipal affairs. Her professional focus has been on strategic planning, especially in high-regulatory environments such as urban renewal areas and waterfronts. Emily is engaged in helping communities develop tools to manage change, including demographic trends, shifts in market conditions, climate change, and sea level rise. She enjoys working with communities to help them define their responses to complex interactions among local desires, urban design, market realities, and zoning requirements to enhance the strength of the community and the physical environment that supports that community.

#### EDUCATION

University of North Carolina at Chapel Hill  
Bachelor of Arts, Linguistics

Boston Architectural College  
Certificate in Advanced Rendering

Boston Architectural College  
Graduate work in architectural studies

#### ACCREDITATIONS/CERTIFICATIONS

American Institute of Certified Planners

LEED AP ND, United States Green Building Council

#### AFFILIATIONS

American Planning Association

Associate, Private Member, Urban Land Institute

*Urban Development Council*  
*Real Estate Advisory Committee*  
*Climate Resiliency Committee*

#### AWARDS

2017 APA-MA President's Award: LawrenceTBD  
Urban Renewal Plan

2011 Salem Historic Inc: Salem Downtown Renewal  
Plan

#### PRESENTATIONS

SNEAPA 2018 – The Malden River: Connections and  
Collaborations

SNEAPA 2017 – Do Downtowns Matter?: Managing  
Community Conversations

SNEAPA 2016 – Getting from Now to Success:  
Implementing the Plan

SNEAPA 2016 – Reaching New Communities:  
Engaging Residents Unfamiliar (or Suspicious!) with  
the Planning Process

Developing Resiliency – ULI Boston/New England  
Member Lunch September 11, 2015

MAPD 2014 – Communities and Consultants: Best  
Practices for Best Results

ABX 2013 – Preparing for the Rising Tide, in  
partnership with the Boston Harbor Association and  
the Museum of Science

#### RELEVANT EXPERIENCE:

**Town of Westport/Connecticut Trust for Historic Preservation – Westport, Connecticut**  
Village District Study

**City of Ansonia/Connecticut Trust for Historic Preservation – Ansonia, Connecticut**  
Village District Zoning and Design Guidelines

**DHCD/Town of Spencer – Spencer Massachusetts**  
Downtown Design Guidelines

**Fall River Redevelopment Authority – Fall River, Massachusetts**  
Downtown Urban Renewal Plan

**Lawrence Redevelopment Authority – Lawrence, Massachusetts**  
LawrenceTBD Urban Renewal Plan

**City of New Bedford – New Bedford, Massachusetts**  
Zoning and Design Guidelines for New Bedford Waterfront Redevelopment Plan

**Norwalk Redevelopment Agency – Norwalk, Connecticut**  
South Norwalk TOD Redevelopment Plan

**City of Pittsfield – Pittsfield, Massachusetts**  
Form-based Code

**Salem Redevelopment Authority – Salem, Massachusetts**  
Update and Consolidation of Two Urban Renewal Plans

**Town of Norwood – Norwood, Massachusetts**  
Review and Update of Signage Regulations and Guidelines

**City of Claremont – Claremont, New Hampshire**  
Design and Zoning Charrette

**City of Stamford – Stamford, Connecticut**  
Westside Neighborhood Plan I Revitalization and Zoning Study



### EDUCATION

Harvard Graduate School of Design  
Master of Architecture in Urban Design

Bachelor of Architecture, Simon Bolivar University,  
Caracas, Venezuela

### CERTIFICATIONS

American Institute of Certified Planners

## MARGARITA O. IGLESIA, AICP

SENIOR URBAN DESIGNER

Margarita Iglesia, AICP has over twenty years of professional experience working in the Boston area in the fields of architecture, urban design and urban planning, in addition to several years of experience in Venezuela. She has extensive experience in downtowns, land parcels along transit corridors, and understanding the fabric of urban districts.

### RELEVANT EXPERIENCE:

---

**DHCD/Town of Spencer – Spencer Massachusetts**  
Downtown Design Guidelines

**City of New Bedford – New Bedford, Massachusetts**  
Zoning and Design Guidelines for New Bedford Waterfront Redevelopment Plan

**Norwalk Redevelopment Agency – Norwalk, Connecticut**  
Springwood-Whistleville Village Design Guidelines

**Concord Square Development – Kingston, Massachusetts**  
Kingston 40R Design Guidelines

**Marshfield Planning Board – Marshfield, Massachusetts**  
Marshfield Downtown Design Guidelines and Project Review

**Town of Franklin – Franklin, Massachusetts**  
Franklin Design Guidelines

**Massachusetts Department of Housing and Community Development,  
MassDevelopment, MassHousing, and Massachusetts Housing Partnership –  
Massachusetts**  
Massachusetts 40R Standards Guidebook





## EDUCATION

University of Alabama at Birmingham  
Master of Engineering in Sustainable Smart Cities

Florida Atlantic University  
Bachelor of Architecture

Harvard University  
Executive Education on Urban Retail Practices

## ACCREDITATIONS/CERTIFICATIONS

LEED Green Associate

## CAMILO ESPITIA, LEED GREEN ASSOCIATE URBAN DESIGNER / PLANNER

Camilo has over fourteen years of experience in architectural, urban design and mixed-use planning projects at various scales that touch on issues such as real estate, land development, sustainable resources, transportation, green infrastructure, public health, and maintaining a balanced relationship between the ecology and the community.

Camilo has been involved in projects both in national and international settings and has contributed from early on schematic design stages to construction administration going through consultant coordination and different design phases. He is committed to understanding the challenges faced by cities in order to maximize underutilized potential while conceiving solutions to their particular context. Camilo is LEED Green Associate and currently pursuing LEED AP ND certification.

## RELEVANT EXPERIENCE:

**City of Newburyport – Newburyport, Massachusetts**  
Wayfinding Strategy

**Town of South Hadley – South Hadley, Massachusetts**  
Routes 202/33 Corridor Master Plan

**City of Norwalk – Norwalk, Connecticut**  
East Avenue TOD Study

**Town of Scituate – Scituate, Massachusetts**  
Comprehensive Master Plan Update

**Town of Cohasset – Cohasset, Massachusetts**  
Harbor Village Business District

**Town of Milford – Milford, Massachusetts**  
Downtown Housing Study

**Ten Museum Park\* – Miami, Florida**  
High rise residential condominium

**The Beach House\* – Miami, Florida**  
High rise condominium

**Mobile Civic Center Redevelopment\* – Mobile, Alabama**  
Urban Planning intervention

**MPAC Museum (Museo Provisional de Arte Contemporaneo)\* – Mar del Plata, Argentina**

**Town Square Metepec\* – Metepec, Mexico**  
Retail Lifestyle Development

**Lomas Verdes\* – Mexico City, Mexico**  
Mixed-Use Development

*\*Experience prior to joining Harriman.*



### EDUCATION

Rhode Island School of Design  
Master of Landscape Architecture

Roger Williams University  
Bachelor of Science in Architecture

International Studies Institute  
Florence, Italy

## JESSICA J. WILSON

URBAN DESIGNER / PLANNER

Jess Wilson graduated from Roger Williams University in 2014 with a B.S. in Architecture and completed the Master of Landscape Architecture program at the Rhode Island School of Design in 2018. Her academic research in graduate school focused on urban systems and the politics of public space.

Professionally, she has contributed to designs ranging in scale from site-specific furniture and installations to urban master plans for 21,000+ residents. Jess applies her background in architecture and landscape architecture to her planning work, approaching each project from a trans-scalar perspective to address issues of social and ecological justice.

### RELEVANT EXPERIENCE:

---

**City of Easthampton – Easthampton, Massachusetts**  
Downtown Strategy Plan

**Town of Marblehead – Marblehead, Massachusetts**  
Gerry School Reuse Study

**City of Norwalk – Norwalk, Connecticut**  
East Avenue TOD Study

**Town of South Hadley – South Hadley, Massachusetts**  
Comprehensive Master Plan Update and Corridor Study

**Town of Scituate – Scituate, Massachusetts**  
Comprehensive Master Plan Update

**City of Pittsfield – Pittsfield, Massachusetts**  
Form-based Code

**City of Beverly – Beverly, Massachusetts**  
Municipal Harbor Plan

**Town of Cohasset – Cohasset, Massachusetts**  
Municipal Harbor Plan



## EDUCATION

The University of Arts  
(formerly Philadelphia College of Art)  
Bachelor of Fine Arts in Graphic Design

## PETER R. KERY

GRAPHIC DESIGNER, WEBSITE DEVELOPER

Peter is a Graphic and Visual Designer with experience in visual problem solving and website design, including implementation of sites from design, through wireframe and user experience, to final development. He supports Harriman with the visual presentation of complex data.

Peter teaches at the New England School of Art and Design at Suffolk University in the Graphic Design Department. He has also taught at Emerson, the Boston University Center for Digital Imaging Arts, Rhode Island School of Art and Design, Northeastern University, the Art Institute of Boston at Leslie University, and The University of the Arts in Philadelphia.

## RELEVANT EXPERIENCE:

---

### **Village of Mamaroneck Zoning Implementation**

Website Design and Development

### **Malden Commercial Street Corridor**

Branding for a Streetscape Revitalization Project

### **City of Lawrence – Lawrence, Massachusetts**

Branding and Project Website Maintenance for Urban Renewal Plan

### **City of Boston – Boston, Massachusetts**

Interpretive Map Design, Report Design and Informational Graphics for Allston I90 Placemaking Study

### **MassDOT – Boston, Massachusetts**

Longfellow Bridge Reconstruction Landscape and Interpretive Signage

### **City of Brockton – Brockton, Massachusetts**

Branding and Publication Design and Layout for Comprehensive Master Plan

### **Thomas College – Waterville, Maine**

Publication Design and Layout of Campus Master Plan/Report

### **Town of Randolph – Randolph, Massachusetts**

Icon and Publication Design for Comprehensive Master Plan

### **Department of Conservation and Recreation – Boston, Massachusetts**

Informational Graphics and Publication Design for Lederman Memorial Development



# SECTION 6

REFERENCES



No one is a better judge of our team's expertise, work quality, and client service than our previous clients. We encourage you to contact them to learn more about their experience working with us.

---

### **TOWN OF SPENCER**

#### **DOWNTOWN DESIGN GUIDELINES (2019)**

Paul Dell'Aquila, AICP, Town Planner  
(508) 885-7500 x127  
pdellaquila@spencerma.gov

---

### **CITY OF PITTSFIELD**

#### **DOWNTOWN HYBRID FORM-BASED CODE (2019)**

C.J. Hoss, AICP, City Planner  
(413) 499-9366  
choss@cityofpittsfield.org

---

### **NORWALK REDEVELOPMENT AGENCY**

#### **ZONING APPROVAL FOR REDEVELOPMENT PLAN (2017)**

Susan Sweitzer, Senior Project Manager  
(203) 854-7810  
ssweitzer@norwalkct.org

---

### **CITY OF ANSONIA**

#### **VILLAGE DESIGN GUIDELINES (2016)**

Sheila O'Malley, Director, Economic Development Commission  
(203) 736-5930  
somalley@ansoniacct.org

---





The background is a solid gray color. It features several white geometric elements: a thick diagonal line running from the top-left towards the bottom-right; a thinner diagonal line running from the bottom-left towards the top-right; and a series of white rectangular blocks in the bottom-left corner, some of which are partially cut off by the edge of the page.

# SECTION 7

REQUIRED FORMS



**CERTIFICATE OF NON-COLLUSION FORM**  
**TOWN OF ARLINGTON**  
**RESIDENTIAL DESIGN GUIDELINES**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.



\_\_\_\_\_  
Signature of Individual Submitting Bid or Proposal

\_\_\_\_\_  
Clifton W. Greim, P.E.

\_\_\_\_\_  
Name of Individual Submitting Bid or Proposal

\_\_\_\_\_  
Harriman

\_\_\_\_\_  
Name of Business

\_\_\_\_\_  
November 5, 2019

\_\_\_\_\_  
Date

BY STATE LAW THIS NON-COLLUSION FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

**CERTIFICATE OF TAX COMPLIANCE FORM**  
**TOWN OF ARLINGTON**  
**RESIDENTIAL DESIGN GUIDELINES**

Pursuant to MGL Chapter 62C, Section 49A, I certify under the penalties of perjury that I have complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

01-0264348



President

Social Security Number or  
Federal Identification Number

Signature and Title of Individual or  
Responsible Corporate Officer

BY STATE LAW THIS CERTIFICATE OF TAX COMPLIANCE FORM MUST BE SIGNED AND SUBMITTED WITH THE BID OR PROPOSAL.

The background is a solid gray color. It features several white geometric lines: a thick diagonal line running from the top-left towards the bottom-right, and a thinner diagonal line running from the bottom-left towards the top-right. These lines intersect to form a large 'X' shape. In the bottom-left corner, there are some white rectangular shapes that appear to be part of a larger, partially visible graphic or text element.

# SECTION 8

INSURANCE COVERAGE





HARRI14

OP ID: AJ

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

02/20/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must have **ADDITIONAL INSURED** provisions or be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Varney Agency-Scarborough 383 US Rt 1, Suite 1E, Box 5 Scarborough, ME 04074 Amanda Jackson		<b>207-883-8229</b>		<b>CONTACT NAME:</b> Amanda Jackson <b>PHONE (A/C, No, Ext):</b> 207-883-8229 <b>FAX (A/C, No):</b> 207-883-4752 <b>E-MAIL ADDRESS:</b> ajackson@varneyagency.com	
<b>INSURED</b> Harriman Associates Inc 46 Harriman Drive Auburn, ME 04210		<b>INSURER(S) AFFORDING COVERAGE</b>		<b>NAIC #</b>	
		<b>INSURER A :</b> HANOVER INSURANCE COMPANY		<b>22292</b>	
		<b>INSURER B :</b> MAINE EMPLOYERS MUTUAL		<b>11149</b>	
		<b>INSURER C :</b>			
		<b>INSURER D :</b>			
<b>INSURER E :</b>					
<b>INSURER F :</b>					

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input checked="" type="checkbox"/> LOC OTHER:			<b>OBPA538692</b>	<b>02/01/2019</b>	<b>02/01/2020</b>	EACH OCCURRENCE \$ <b>2,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) \$ <b>500,000</b> MED EXP (Any one person) \$ <b>10,000</b> PERSONAL & ADV INJURY \$ <b>2,000,000</b> GENERAL AGGREGATE \$ <b>4,000,000</b> PRODUCTS - COMP/OP AGG \$ <b>4,000,000</b> \$
<b>A</b>	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			<b>ODPA538692</b>	<b>02/01/2019</b>	<b>02/01/2020</b>	COMBINED SINGLE LIMIT (Ea accident) \$ <b>2,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
<b>A</b>	<input checked="" type="checkbox"/> <b>UMBRELLA LIAB</b> <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> DED <input checked="" type="checkbox"/> RETENTION \$ <b>10,000</b>			<b>OBPA538692</b>	<b>02/01/2019</b>	<b>02/01/2020</b>	EACH OCCURRENCE \$ <b>5,000,000</b> AGGREGATE \$ \$
<b>B</b>	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N <input checked="" type="checkbox"/> N / A		<b>5101800100</b>	<b>02/01/2019</b>	<b>02/01/2020</b>	PER STATUTE <input checked="" type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ <b>500,000</b> E.L. DISEASE - EA EMPLOYEE \$ <b>500,000</b> E.L. DISEASE - POLICY LIMIT \$ <b>500,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

## CERTIFICATE HOLDER

## CANCELLATION

<b>For Proposal Purposes Only</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE <b>Amanda Jackson</b>





HARRASS-01

ZHENRY

# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/4/2019

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> Clark Insurance 1945 Congress Street, Bldg A PO Box 3543 Portland, ME 04104-3543	<b>CONTACT NAME:</b> Zachary G. Henry <b>PHONE (A/C, No, Ext):</b> (207) 523-2272 <b>FAX (A/C, No):</b> (207) 774-2994 <b>E-MAIL ADDRESS:</b> zhenry@clarkinsurance.com														
<b>INSURED</b>  Harriman Associates 46 Harriman Drive Auburn, ME 04210	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : XL Specialty Insurance Co</td> <td>37885</td> </tr> <tr> <td>INSURER B :</td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : XL Specialty Insurance Co	37885	INSURER B :		INSURER C :		INSURER D :		INSURER E :		INSURER F :	
INSURER(S) AFFORDING COVERAGE	NAIC #														
INSURER A : XL Specialty Insurance Co	37885														
INSURER B :															
INSURER C :															
INSURER D :															
INSURER E :															
INSURER F :															

## COVERAGES

## CERTIFICATE NUMBER:

## REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	<b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ \$
	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO OWNED AUTOS ONLY <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <b>EXCESS LIAB</b> <input type="checkbox"/> CLAIMS-MADE DED <input type="checkbox"/> RETENTION \$						EACH OCCURRENCE \$ AGGREGATE \$ \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y / N	N / A				<input type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	Prof Liability			DPR9936199	12/31/2018	12/31/2019	Each Claim 2,000,000
A	Deductible - \$100,00			DPR9936199	12/31/2018	12/31/2019	Aggregate 4,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)  
 For Professional Liability coverage, the aggregate limit is the total insurance available for all covered claims presented within the policy period. The limit will be reduced by payments of indemnity and expense.

## CERTIFICATE HOLDER

## CANCELLATION

For Proposal Purposes	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  AUTHORIZED REPRESENTATIVE 
-----------------------	---

ACORD 25 (2016/03)

© 1988-2015 ACORD CORPORATION. All rights reserved.

The ACORD name and logo are registered marks of ACORD

